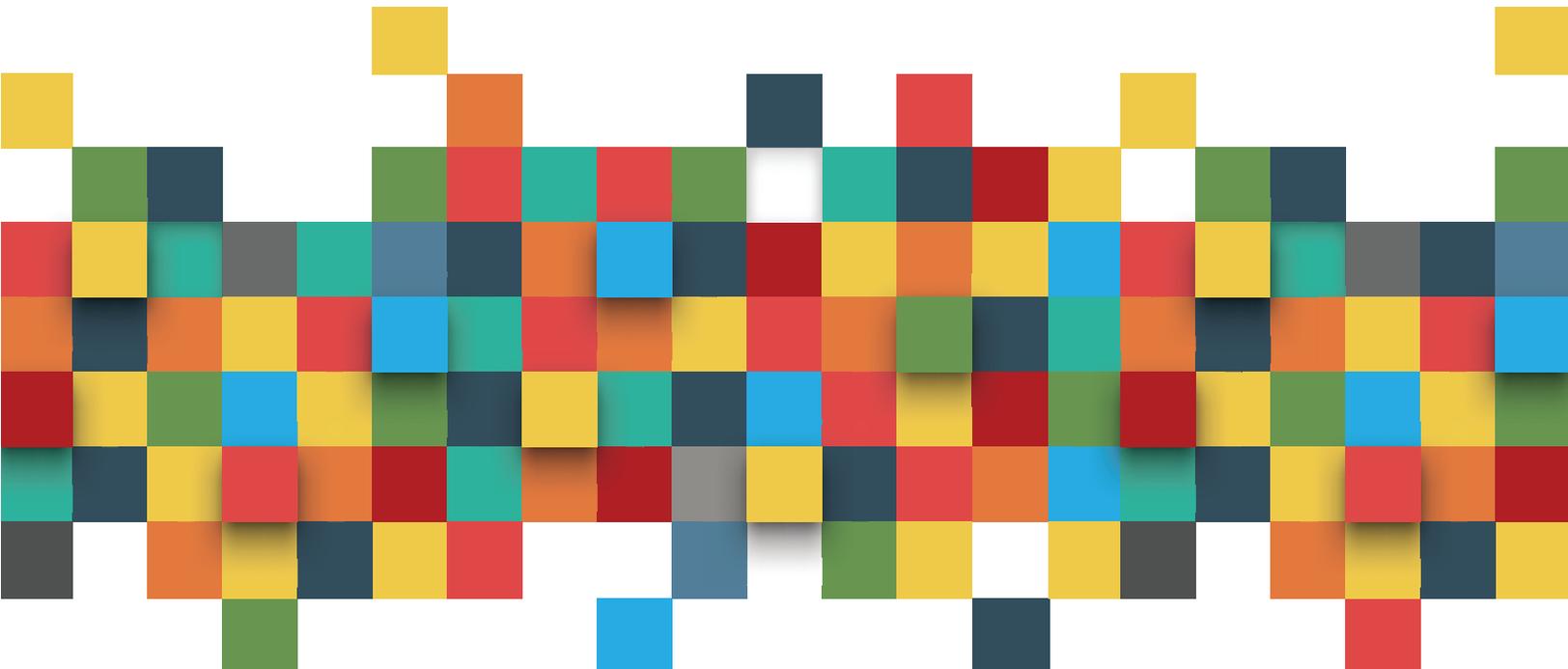
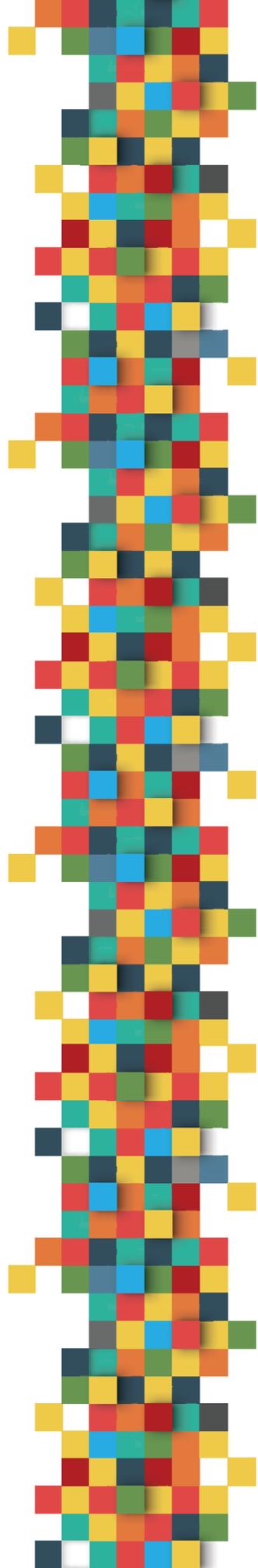


2017 Diversity and Inclusion Annual Report





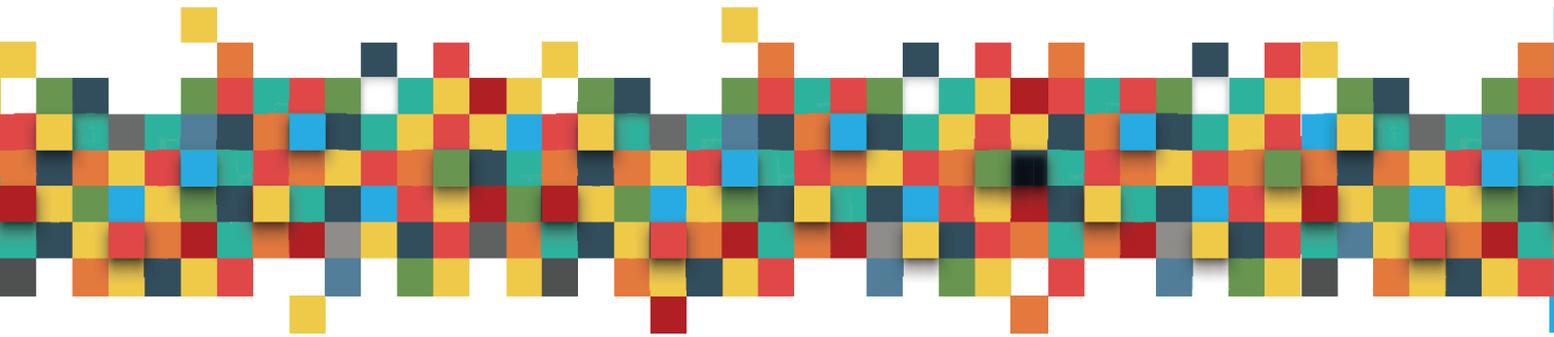
Welcome to our inaugural Diversity and Inclusion Annual Report.

For more than 75 years, Littler has been delivering innovative labor and employment legal solutions to employers. Since our inception, we have fostered a culture of empowerment, where people of all backgrounds can belong, grow and succeed. It is our deepest belief that those who bring their whole and authentic selves to work will thrive in their careers and that individuals with different life experiences and backgrounds offer distinct and unique points of view – enhancing our communication with and understanding of each other and our clients.

Our clients share our passion for and commitment to creating work environments of inclusion, respect, trust and collaboration. This past year, the launch of the ABA Model Diversity Survey resulted in a significant increase in the number of client inquiries we received about our diversity and inclusion efforts. This intensified focus on an area that has been part of Littler’s DNA from the start, is yet another reminder that diversity and inclusion is an ongoing journey. Through a number of formal and meaningful programs, we remain deeply dedicated to expanding our diverse team of lawyers and professional staff who represent and celebrate the power of diversity and the dynamics of a constantly evolving workforce.

In the following pages, we have highlighted some of our initiatives and our progress over this past year. We look forward to building upon our accomplishments in the years to come.

Thank you,  
Tom Bender and Jeremy Roth



Co-Chairs



**Mark Phillis**  
Shareholder, Pittsburgh



**Natalie Pierce**  
Shareholder, San Francisco

Members



**Syeeda Amin**  
Special Counsel, Dallas



**Paul Bateman**  
Shareholder, Chicago



**Adam Brauner**  
Associate, Portland



**Eddie Chyun**  
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**Nancy Delogu**  
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**Yvette Gatling**  
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**Joon Hwang**  
Associate, Tysons Corner



**Nina Markey**  
Shareholder, Philadelphia



**Dionysia Johnson-Massie**  
Shareholder, Atlanta



**Uzo Nwonwu**  
Associate, Kansas City



**Jean Schmidt**  
Shareholder, New York



**Shawn Oller**  
Shareholder, Phoenix



**Gene Ryu**  
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**Mishell Parreno Taylor**  
Shareholder, San Diego



**Britney Torres**  
Associate, Sacramento



**Michael Wilder**  
Shareholder, Chicago

Supporting Corporate Members

**Karen Herz** | Senior Director - Attorney Recruiting & Development, San Francisco  
**Jen Klein** | Director - Public Relations & Communications, Los Angeles-Downtown

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This past year, Littler continued to increase the number of attorneys who are ethnic and racial minorities, as well as women and LGBTQ. These numbers show our progress and are representative of the firm's ongoing commitment to greater inclusion and diversity.



Report on the ABA Model Diversity Survey

In 2017, Littler committed to the principles the American Bar Association (ABA) adopted in Resolution 113, which, among other things, asks law firms to complete the ABA's Model Diversity Survey. The purpose of the survey is to assist law firms and clients in analyzing the role of minorities, women, LGBTQ and disabled lawyers in law firms and on client matters. As firms and clients track information over time, the Model Diversity Survey will eventually become a vehicle for benchmarking the diversity of lawyers providing legal services, as well as fostering regular discussions between clients and their outside counsel on the topic of diversity.

Industry and Client Accolades

- 
  - The American Lawyer – AmLaw 200
  - Named to Diversity Scorecard, 2017
  - Ranked #3 – Female Equity Partnership, 2017
  
- Asian Pacific American Bar Association of Silicon Valley – Hope Award for Diversity
  - Winner, 2017
  
- 
  - AT&T – Diversity and Inclusion Pipeline Award
  - Winner, 2017
  
- 
  - Employment Law360
  - Ranked #1 – Best Law Firms for Women, 2017
  - Ranked #1 – Ceiling Smasher, 2017
  
- 
  - Equality Illinois
  - Named, Leading Law Firm for LGBTQ Employees, 2017
  
- 
  - Human Rights Campaign – Best Places to Work for LGBTQ Equality
  - Earned 100% Corporate Equality Index rating, 2018
  
- 
  - Lambda Legal (Dallas chapter) – Partners for Equality
  - Winner, 2017
  
- 
  - Leadership Council on Legal Diversity
  - Named, Top Performer, 2017
  
- 
  - National Law Journal 500
  - Ranked #5 – Women's Scorecard, 2017
  
- 
  - Vault Law 100
  - Ranked #7 – Diversity for Minorities, 2018
  - Ranked #9 – Best Law Firms for Diversity Overall, 2018
  - Ranked #9 – Diversity for Individuals with Disabilities, 2018
  - Ranked #10 – Diversity for LGBT, 2018
  - Ranked #14 – Diversity for Women, 2018
  
- 
  - Women in Law Empowerment Forum
  - Certified as a Gold Standard Firm, 2017
  
- 
  - Working Mother Magazine
  - Named, 50 Best Law Firms for Women, 2017

## Key Diversity Initiatives

### Career Advocacy Program

In 2014, Littler officially launched the Career Advocacy Program (CAP). The primary purpose of the program is to (1) help retain and advance more of our talented women and minority associates; (2) ensure that these professionals have access to the experiences and opportunities that will fully develop their potential and result in maximum value for the firm; and (3) provide a mechanism for a broad group of leaders to help the firm develop diverse talent. The program is proving to be a success. In 2017, 26 percent of the new shareholder class were Protégés in the program. Additionally, Littler has 14 shareholder Advocates and nearly a dozen active client Champions involved in the program. These individuals comprise General Counsels from Fortune 200 companies.

CAP hosts an annual meeting where Protégés, Advocates and Champions gather to discuss opportunities and participate in interactive sessions to further develop the Protégés' skills to help them advance in their careers. This past year's program was held over two days in Nashville, Tennessee. Littler had the honor of hosting a number of Champions who spoke to the group on topics ranging from courtroom and presentation skills to client relations and business development.

### Success Stories



**Shella Neba** (Atlanta)  
 Joined CAP: 2014  
 Promoted to Shareholder: 2017  
 Advocate: Marko Mrkonich (Minneapolis)

My book of business has at least tripled since I've been in CAP. Working with Marko has been invaluable; he's had suggestions for how to develop business that I wouldn't have thought of on my own. For example, I was getting a pitch ready for a client and knew I wanted someone with industry expertise on my team to staff the case. I called Marko cold to ask for suggestions, and he started brainstorming with people at Littler who had not only that expertise, but also went to the same college or worked at the same prior firm as the client. Needless to say, I got the case.



**Kellie Tabor** (Seattle)  
 Joined CAP: 2012  
 Promoted to Shareholder: 2017  
 Advocate: Kate Wilson (Minneapolis)

My promotion to shareholder in January 2017 presented new challenges - as anyone who's followed a similar track knows. Fortunately, CAP continues to provide guidance and support to new shareholders, with mentoring now geared toward ensuring success in this new role. There are no other lawyers in my family, and I identify myself closely with my career, so the guidance from my Advocate and Champions, as well as others I've met through CAP, has been instrumental to my professional growth.



**Advocacy in Action**



The Career Advocacy Program is one of the most important initiatives that I have been involved with at Littler. As a shareholder who has been with the firm for over 20 years and involved in many firm committees, I have found this to be the most personally rewarding, as well as the most challenging. Through CAP, I have been able to get to know some of our brightest and most highly motivated rising talent. I greatly appreciate having the chance to share ideas for career success and advancement, embracing and highlighting the diversity in background, geography, practice and personal approach. The program forces me to assess critically what has worked and what hasn't and how to translate that into "sage advice" for others – whether it be to help improve business development, subject matter expertise, presentation skills, or an internal or external profile. I have seen several Protégés mature and develop in their perspectives and skills, and advance to the Littler shareholder ranks. It is rewarding to witness that success; I feel invested in the future of the Protégés and look forward to expanding the program.

– **Kate Wilson**, Advocate (Minneapolis)



Littler has given so much to me, and I feel a responsibility to pay it forward. Through the Career Advocacy Program, I am able to give back to the firm. We've hired amazing talent, who are the future of the firm. As an advocate, I hope to impart wisdom, guidance and encouragement about how these attorneys can continue to be successful at the firm, as well as how to navigate the challenges that they might face.

– **Jimmy Oh**, Advocate (Chicago)

**Investment for Success**

Research has shown that an associate's first few months at a law firm can be crucial in determining a new attorney's success. To ensure that Littler is effectively mentoring and grooming these attorneys, Littler's Investment for Success Program is designed specifically to help newly hired diverse associates find their footing and excel professionally. The program connects a senior attorney, the "Investor," with a new diverse attorney, the "Investment." Investors tap their insider knowledge when interacting with the Investments, "paying forward" what they learned as seasoned attorneys for Littler.

**The Mansfield Rule**



**Nina Markey** (Philadelphia)  
Member of the Diversity & Inclusion Council

In 2016, Shareholder Nina Markey participated in the Women in Law Hackathon hosted by Diversity Lab in collaboration with Bloomberg Law and Stanford Law School. The goal of the Hackathon was to generate ideas that would promote the retention and advancement of women in law firms. Over 50 partners from firms across the country worked in groups of six attorneys, paired with two consultants and a Stanford law student, to develop potential solutions. The teams then presented their ideas to a group of judges at the pitch event held at Stanford Law School.

Nina and her team wanted to develop a concept that would be easy for law firms to implement and would work universally, regardless of differences between law firms. They developed "The Mansfield Rule," modeled after the NFL's Rooney Rule, which requires that NFL teams interview at least one minority candidate for head coach or general manager positions. The Mansfield Rule requires that at least 30 percent of a law firms' candidate pools for shareholder promotions, senior level hiring and significant leadership roles include women lawyers.

"We called it the Mansfield Rule, after Arabella Mansfield, the first female attorney to obtain a law license in the United States," Markey told the select group of in-house counsel who judged the groups competing in the Hackathon.

Following the Hackathon, Diversity Lab launched a partnership with 44 of the country's leading law firms to pilot the Mansfield Rule in 2017. The rule has been broadened to include attorneys of color.

"We've had the biggest and best law firms commit to implementing the Mansfield Rule with just a rough outline of what it involves," Markey said. "They were signing on pretty blindly, and that's a testament to how much this is needed and that firms are looking for ways to improve these efforts with regard to their female and diverse attorneys."

Law firms that successfully pilot the Mansfield Rule over the next year will be designated "Mansfield Certified" and have the opportunity to send their recently promoted diverse partners to a two-day Client Forum in late 2018 to build relationships with and learn from influential in-house counsel.

## Affinity Groups and WLI Initiatives

Little's various affinity groups and its Women's Leadership Initiative (WLI) are designed to help recruit, retain and cultivate diverse talent. Our affinity groups and WLI support and participate in a number of national organizations focused on minority, women and LGBTQ professionals. Additionally, our affinity groups host in-person and biennial meetings. Here is a snapshot of some of the highlights from our affinity groups' efforts this year.

### Bollo

This past year, our Bollo affinity group hosted its biennial retreat in Philadelphia that drew 53 attendees. A boot camp for client pitches was one of the highlights at the event. Following pitch lessons and suggestions from Paul Bateman (Chicago) and a series of practice rounds, associates delivered individual presentations to in-house counsel from several companies. The clients then critiqued the pitches, offering feedback and analysis.



### Other sessions included:

- Lindbergh Porter (San Francisco) discussed the pursuit of leadership positions within the firm.
- Alison Davis (Washington, D.C.) and Tanja Darrow (Los Angeles-Downtown) suggested strategies that would help attorneys move from surviving to thriving at the firm.
- Vicki Phipps (Houston) and Shella Neba (Atlanta) facilitated small group discussions among shareholders and associates using hypothetical client service scenarios.
- Shareholders and associates divided into breakout sessions. The associates covered a number of topics, including how to prepare a top-notch self-evaluation, and shareholders explored subject matter expertise development and talent profile initiatives.



It was inspiring to see and hear about the struggles, challenges and successes that we all experienced as attorneys and how 'Ohana was monumental in overcoming those struggles and challenges.

- Eunju Park, Associate (Washington, D.C.)



### 'Ohana

More than 65 lawyers and 13 clients participated in the 2017 'Ohana retreat in Santa Monica, California. Organized by Co-Chairs Gene Ryu (Los Angeles-Downtown) and Elizabeth Nguyen (Los Angeles-Century City), the gathering marked the 10-year anniversary of the group's first retreat. The agenda included pitch practice to in-house counsel, how to develop business, how to handle new clients and how to self-promote within and outside Littler.



## Affinity Groups and WLI Initiatives (continued)

### Pride

- Littler was well-represented at Lavender Law 2017, the annual conference of the National LGBT Bar Association, held in August. Shareholders Kevin Kraham (Washington, D.C.), Mark Phillis (Pittsburgh), Jean Schmidt (New York) and Denise Visconti (San Diego) hosted a panel titled “What Does a Trump Administration Mean for Employers?” Other firm attendees were Ted Holmquist (San Diego), Jeremy Hawpe (Dallas) and Adam Brauner (Portland).
- In October 2017, Denise Visconti (San Diego) and Mark Phillis (Pittsburgh) joined with Sean Radford, vice president of human resources for CNA Insurance, for a session titled “ROI for LGBTQ Inclusive Workplaces: Recruiting, Optimizing and Improving Advancement” at the Out & Equal Workplace Summit. Participating in other panels were Bob Conti (Irvine) and Jeremy Hawpe (Dallas).



### Reunión

In March 2017, several members attended the Hispanic National Bar Association’s Corporate Counsel Conference in Miami. Shareholder Juan Carlos Varela (Miami) spoke on a panel addressing international arbitration enforcement. Other attendees included Natalie Pierce (San Francisco), Heather Vigil (Irvine), Grissel Seijo (Miami), Mishell Parreno Taylor (San Diego), Fermin Llaguno (Irvine), Jorge Lopez (Miami) and Maria Caceres-Boneau (New York). In addition to hosting the Latina Commission meeting in the firm’s Miami office, Littler also held a cocktail reception for multiple corporate counsel and members of the judiciary.



### Women’s Leadership Initiative

- Led by a dynamic speaker from Washington University in St. Louis, a two-day workshop sponsored by Littler’s Women’s Leadership Initiative (WLI) was part of the programming at Littler’s 2017 Shareholder Retreat in Southern California. Hillary A. Sale, a professor of law and management at the university, led a group of women shareholders in interactive training focused on leadership traits and building sponsorship relationships, networking strategies, and self-advocacy and personal development. Additionally, the event featured a panel discussion with these firm leaders: Tom Bender (Philadelphia), Jeremy Roth (San Diego), Natalie Pierce (San Francisco), Connie Michaels (Los Angeles-Century City), Ted Schroeder (Pittsburgh), Kate Wilson (Minneapolis) and Linda Headley (Houston).
- The differences between men and women in advocating for themselves and others were discussed at a WLI event in Minneapolis. Christine Eskilsen, managing director and chief human capital officer at Piper Jaffray, and Judy McNamara, vice president of taxes at Ecolab, led a lively discussion on understanding the role gender plays in communication and behavior, particularly in the workplace.



## Diversity Participation and Involvement from Around the Firm

Littler participated in a number of key national diversity events and also hosted various regional events.

### Corporate Counsel Women of Color

The 13th annual Career Strategies Conference sponsored by Corporate Counsel Women of Color was held in New Orleans. Dionysia Johnson-Massie (Atlanta) was a panelist on a session titled “360 Attorney – Going Beyond the Law to be Healthy, Happy and Beautiful.” Other attendees included Natalie Pierce (San Francisco), Jeanine Conley (Philadelphia), Shella Neba (Atlanta), Theo Lee (Walnut Creek) and Mishell Parreno Taylor (San Diego).



### Leadership Council on Legal Diversity

Tom Bender (Philadelphia) and Jeremy Roth (San Diego), co-managing directors, participated in the Leadership Council on Legal Diversity’s (LCLD) Third Annual Leadership Summit at Harvard Law School.

Through presentations and group discussions, the June 2017 summit explored diversity in the legal profession today, preparing for the future and how LCLD can amplify efforts to expand diversity.

### Minority Corporate Counsel Association

The Minority Corporate Counsel Association (MCCA) held its 2017 MCCA Diversity Gala in October at the American Museum of Natural History in New York City. Littler attendees included Adama Wiltshire (St. Louis), Natalie Pierce (San Francisco), Jeffrey Jones (Orlando), Alison Davis (Washington, D.C.), Lauren Schwartzreich (New York) and Jeanine Conley (Philadelphia).



In 2017, a number of our attorneys received recognitions and were elected to leadership positions within the industry, both diverse and non-diverse organizations, including:

- Jeanine Conley (Philadelphia) was elected to the board of the New York Urban League. Jeanine was also recognized by the Council of Urban Professionals as a 2017 Catalyst in Law.
- Salvador Davila (Austin) was elected president-elect of the Hispanic Bar Association in Austin.
- Gene Ryu (Los Angeles-Downtown) received the Korean American Bar Association of Northern California “Alumnus of the Year” award.
- Grissel Seijo (Miami) was elected as the Hispanic National Bar Association’s Latina Commissioner.
- Lauren Schwartzreich (New York) was selected as the firm’s fellow for the Leadership Council on Legal Diversity program.



Littler is involved in and supports the following diverse organizations:

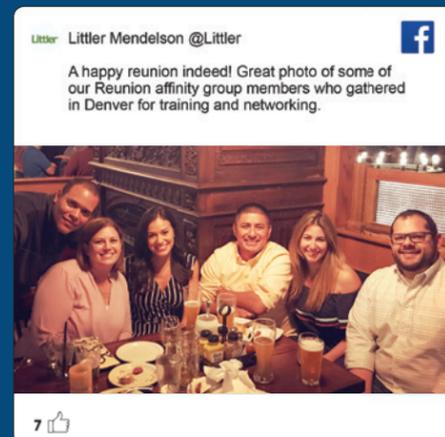
- California Minority Counsel Program
- Catalyst
- Chart Your Own Course
- Corporate Counsel Women of Color
- Diversity & Flexibility Alliance
- Hispanic National Bar Association
- Leadership Council on Legal Diversity
- Minority Corporate Counsel Association
- National Asian Pacific American Bar Association
- National Association of Women Lawyers
- National Bar Association
- National LGBT Bar Association
- Out Leadership

## Diversity Thought Leadership and Media Exposure

Littler's diversity and inclusion efforts were featured in more than 100 articles in the press and on social media. Here is a snapshot:

- *The American Lawyer* – As Clients Get Tougher on Diversity, Some Firms See a Selling Point
- *Bloomberg Big Law Business* – Legal Industry Leads in Transgender Policies for Employees
- *Forbes* – Supreme Court Vacates Transgender Bathroom Ruling As Trump Administration Shifts Course
- *Hotel Business* – Handle With Care: Managing Diversity in the Workplace
- *Law360* – 4 Tips For Eliminating Gender Bias From Job Ads
- *Law360* – How Employers Can Accommodate LGBTQ Workers
- *NW Lawyer* – Guidance, Support, Networking: Keys to a Firm's Diversity Efforts
- *SHRM Online* – How to Create a Culture of Civility
- *SHRM Online* – Not All State Employment Discrimination Laws Are Created Equal
- *Today's General Counsel* – Federal Protection for LGBT Employees and Students
- *The Wall Street Journal* – SAP Goes After the Gender Pay Gap

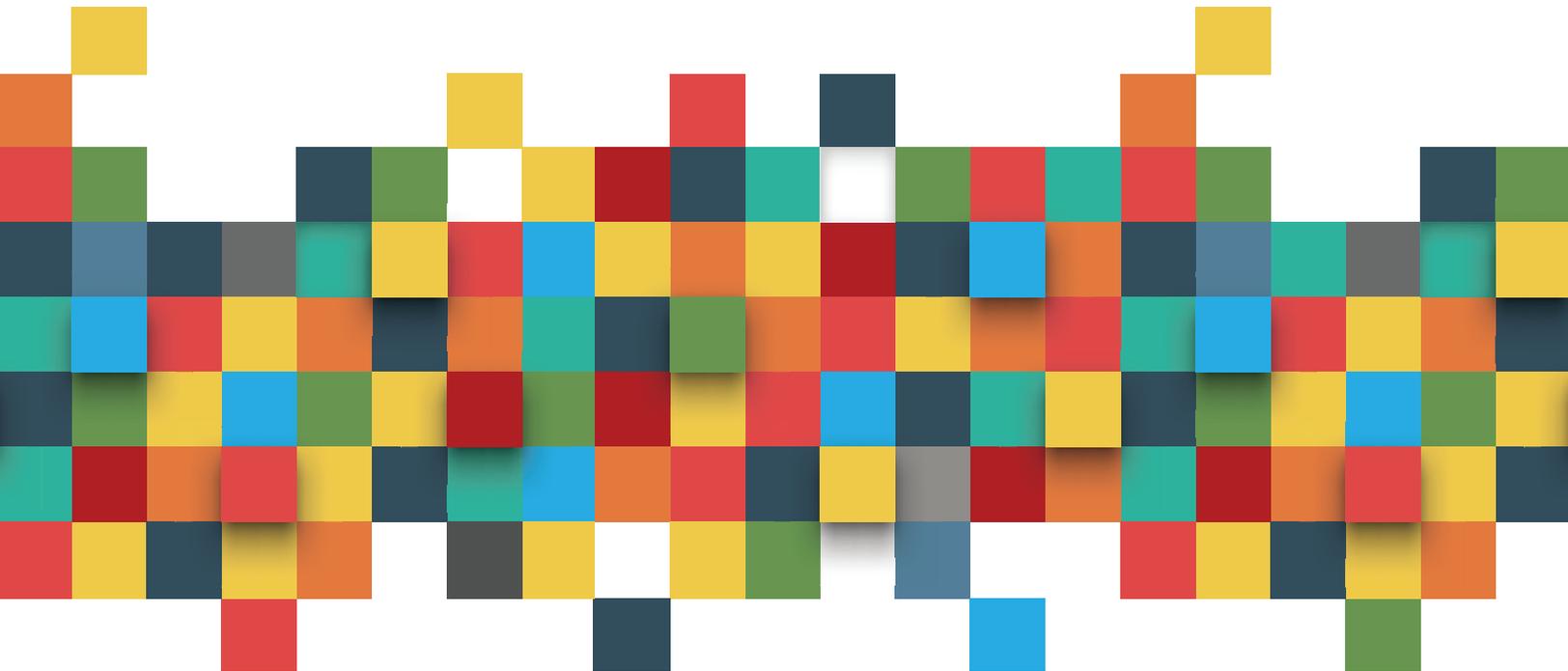
The promotion of our diversity and inclusion efforts and thought leadership gained tremendous engagement on the firm's social media channels. Information on our diversity and inclusion initiatives generated the highest levels of engagement across the firm's LinkedIn, Facebook and Twitter accounts.



Through Littler's Diversity & Inclusion Consulting Service Solution, the firm continued to assist organizations with customized diversity and inclusion initiatives.

In addition, Littler hosted several diversity and inclusion podcasts throughout the year led by Shareholder Cindy-Ann Thomas (Charlotte), including:

- Diversity & Inclusion at Littler – From the Inside Out  
- Co-Host Kevin Kraham (Washington, D.C.)
- The New Administration's First 30 Days: Is Diversity Necessarily Under Siege in America?  
- Co-Host Gene Ryu (Los Angeles-Downtown)
- Trans-Competence in Healthcare: Emerging Realities for LGBTQ Patients
- Sister Act: How Successful Female Attorneys Balance Life and Law  
- Co-Host Erin Webber (Denver)
- Tackling Culture with Cash: The Dilemma of "Diversity Bonuses"  
- Co-Host Gavin Appleby (Atlanta)
- Diversity Ownership: Does It Really Matter Who's Running the Show?
- The "People of Color" Label: Is It Time To Move The Needle (Again?)  
- Co-Host Allan King (Austin)
- Affinity Groups – Relevant or Relics?



**Littler**  
Employment & Labor Law Solutions Worldwide®